

Minutes of the meeting of the Human Resources Committee of the Board of Directors of the Cook County Health and Hospitals System held Friday, December 7, 2012 at the hour of 9:30 A.M. at 1900 W. Polk Street, in the Second Floor Conference Room, Chicago, Illinois.

I. Attendance/Call to Order

Chairman Golden called the meeting to order.

Present: Chairman Quin R. Golden and Directors Hon. Jerry Butler, Reverend Calvin S. Morris, PhD and Jorge Ramirez (4)

Board Chairman David Carvalho (ex-officio)

Absent: Director Dorene P. Wiese, EdD (1)

Additional attendees and/or presenters were:

Gina Besenhofer – System Director of Supply Chain Management

Claudia Fegan, MD – John H. Stroger, Jr. Hospital of Cook County

Gladys Lopez – System Interim Director of Human Resources

Maureen O'Donnell – System Interim Chief Human Resource Officer and Chief, Cook County Bureau of Human Resources

Ram Raju, MD, MBA, FACS, FACHE – Chief Executive Officer

Elizabeth Reidy – System General Counsel

Tanda Russell – System Interim Chief Nursing Officer

Deborah Santana – Secretary to the Board

II. Public Speakers

Chairman Golden asked the Secretary to call upon the registered speakers.

The Secretary called upon the following registered public speakers:

- | | |
|---------------------|---|
| 1. Kathy Ross, RN | Nurse, John H. Stroger, Jr. Hospital of Cook County |
| 2. George Blakemore | Concerned Citizen |

In response to comments regarding recruitment efforts for the position of System Director of Human Resources, Chairman Golden stated that Dr. Ram Raju, Chief Executive Officer, is engaged in search efforts to fill key leadership positions, including the position of the System Director of Human Resources.

Following the presentation of public testimony by Ms. Ross, during which the subject of nurse staffing was referenced, Tanda Russell, System Interim Chief Nursing Officer, provided further information on the subject. She stated that there was an evaluation of the staffing model for that department, to review the best way to realign the staff at that time; as a result, some adjustments were made in the department. Under the Collective Bargaining Agreement with National Nurses Organizing Committee (NNOC), there is a provision for what is called “floating clusters”; the Catheterization (Cath) Lab is part of a floating cluster. Management is trying to orient staff from the Post-Anesthesia Care Unit (PACU), who have the critical care background and qualifications to support the Cath Lab. She stated that this is critical for treatment of ST segment elevation myocardial infarction (STEMI) patients and similar patients.

Ms. Russell noted that there were also an additional couple of retirements and reassignments lately; those positions that were recently vacated are on a hiring list through the regular replacement plan. As management has adjusted the model, it has been an evolution for staff. The management team reviews this matter on an ongoing basis and tries to make adjustments as necessary to meet the staffing demand, in relation to the patient population.

II. Public Speakers (continued)

Ms. Russell noted that, according to benchmarks, the System were slightly overstaffed in that area; it was felt that the redeployment of staff was an appropriate thing to do at the time, due to some of the issues that come up in the hiring process and how long it was going to take to replace personnel.

Director Morris inquired whether there is a timetable set for staffing needs. Ms. Russell stated that it depends on the specialty. It is especially challenging to staff for specialty areas like the post-anesthesia recovery room and neonatal unit – those are areas that require a great deal of clinical nursing expertise, and qualified candidates are difficult to find. Right now, the System does not have the resources in some areas to take inexperienced personnel and educate them. There is a lot of potential internally to hire into those specialty areas and train them; however, management needs to ensure that the foundation is there.

Chairman Golden added that this subject came up at the Finance Committee Meeting held earlier that day; a member of the administration also addressed the subject at that time.

III. **Report from System Human Resources Department

A. Report from Interim Director of Human Resources (Attachment #1)

i. Employment Plan Status

Gladys Lopez, System Interim Director of Human Resources, and Elizabeth Reidy, System General Counsel, provided an update on the Employment Plan status. Information reviewed in their update included the following subjects: Shakman Compliance; Shakman Partnership; and Employment Plan Update.

Additionally, Ms. Lopez provided an update on the following subjects: Recruiting Update; Internal Candidates / Promotions; Vacancies Filled Through December 3, 2012; Update on the Three (3) Major CCHHS Critical Hiring Projects; Quantifying, Tracking and Reporting Progress; CCHHS Hiring Snapshot 12/5/12; and Weekly Comparison of Data. The Committee reviewed and discussed the information.

With regard to the Hiring Snapshot, Board Chairman Carvalho noted that it reflects that there are 174 positions for which interviews with multiple potential candidates are currently being held; he surmised that an enormous amount of management's time is being used for conducting interviews. Ms. Lopez concurred; she stated that Dr. Ram Raju, Chief Executive Officer, has indicated to senior management that, because this is a 24/7 organization, if management cannot conduct interviews between 8:00 A.M. to 5:00 P.M. during the work day, then plans need to be made to either come in early, stay late or conduct the interviews on the weekend.

Dr. Raju provided additional information on the Hiring Snapshot. He stated that historically, the System has always had an unrealistic number of unfilled positions. Of the 938 vacant positions approved in the 2013 budget, the goal is to fill 441 positions by February 1st, and the remaining 500 positions before the end of 2013. With regard to Director Morris' question regarding the total System need, he stated that 938 positions is not the total need; 938 is the number of positions that the System has projected to fill in 2013. The total need is definitely greater than that. As the System is transformed as a result of the implementation of the Section 1115 Waiver Demonstration Project, there needs to be a review of the organization to discuss and determine several things, and the Board will need to revisit the Strategic Plan. Once that plan is shaped, then the administration can figure out how many people are needed.

Dr. Raju stated that the System is currently working with several partners who are providing pro-bono assistance and expertise; these partners are currently studying the System and will be coming up with an overall plan. Chairman Carvalho has asked that the Board receive a briefing on the subject; there will be a presentation by the pro-bono Civic Consulting Alliance in January to the Board.

III. **Report from System Human Resources Department (continued)

Director Morris indicated that he would like to receive information regarding customer satisfaction and highlights/client testimonials focusing on front line workers. Chairman Golden noted that Dr. Raju often includes the recognition of front-line worker achievements in his report to the Board; additionally, the System engages Press Ganey to conduct surveys on customer satisfaction.

IV. Recommendations, Discussion/Information Items**A. Review and discussion of current proposed contractual requests for temporary/augmenting staffing services, presented to the Finance Committee for approval at their December 7, 2012 Meeting**

The Committee discussed the subject of presenting information to the Human Resources Committee on proposed contractual requests for temporary/augmenting staffing services that are presented to the Finance Committee.

Chairman Golden indicated that the purpose of this is to review these kinds of contracts that involve human capital from a big picture perspective. She stated that the Committee would like to have a macro view of the consultants and temporary workforce staff that the System has in place. She added that the Committee often discusses the importance of transferring knowledge from consultants over to the System's in-house staff; the Committee wants to see how that is aligned.

She requested that the following information be included: total on board in a temporary role; how long they are planning on being there; and how is that aligned with some of the critical positions and other positions that are being filled. Ms. Lopez stated that this information can be compiled in a matrix and updated as new requests are presented for approval to the Finance Committee.

Gina Besenhofer, System Director of Supply Chain Management, provided an overview of the request to execute a contract with Xerox for the provision of temporary Supply Chain resources support; this support is to supplement the existing staff and fill in the gaps of current open positions for a temporary period of time.

V. Action Items**A. Minutes of the Human Resources Committee Meetings of September 21, 2012 and November 16, 2012**

Director Butler, seconded by Director Morris, moved to accept the minutes of the meeting of the Human Resources Committee of September 21, 2012. THE MOTION CARRIED UNANIMOUSLY.

Director Ramirez, seconded by Director Butler, moved to accept the minutes of the meeting of the Human Resources Committee of November 16, 2012. THE MOTION CARRIED UNANIMOUSLY.

B. **Proposed Collective Bargaining Agreements (Attachment #2)

- i. **AFSCME 1111, 1178 and 1276 (Health Facilities Employees) – Collective Bargaining Agreement**
- ii. **Fraternal Order of Police (Oak Forest Health Facilities Security Officers) – Collective Bargaining Agreement**

V. Action Items

B. **Proposed Collective Bargaining Agreements (continued)

Maureen O'Donnell, System Interim Chief Human Resource Officer and Chief of the Cook County Bureau of Human Resources, presented the two (2) proposed Collective Bargaining Agreements for the Committee's consideration.

Action was taken on this item following the adjournment of closed session.

Director Butler, seconded by Director, moved to approve the two (2) proposed Collective Bargaining Agreements. THE MOTION CARRIED UNANIMOUSLY.

C. Any items listed under Sections V and VI

VI. Closed Session Items

A. Discussion of personnel matters

B. Update on labor negotiations

C. Discussion of litigation matters

D. **Report from System Human Resources Department

E. **Proposed Collective Bargaining Agreements (see Item IV(B))

Director Morris, seconded by Director Ramirez, moved to recess the regular session and convene into closed session, pursuant to the following exceptions to the Illinois Open Meetings Act: 5 ILCS 120/2(c)(1), which permits closed meetings for consideration of "the appointment, employment, compensation, discipline, performance, or dismissal of specific employees of the public body or legal counsel for the public body, including hearing testimony on a complaint lodged against an employee of the public body or against legal counsel for the public body to determine its validity," 5 ILCS 120/2(c)(2), regarding "collective negotiating matters between the public body and its employees or their representatives, or deliberations concerning salary schedules for one or more classes of employees," and 5 ILCS 120/2(c)(11), regarding "litigation, when an action against, affecting or on behalf of the particular body has been filed and is pending before a court or administrative tribunal, or when the public body finds that an action is probable or imminent, in which case the basis for the finding shall be recorded and entered into the minutes of the closed meeting."

On the motion to recess the regular session and convene into closed session, a roll call was taken, the votes of yeas and nays being as follows:

Yeas: Chairman Golden and Directors Butler, Morris and Ramirez (4)

Nays: None (0)

Absent: Director Wiese (1)

THE MOTION CARRIED UNANIMOUSLY and the Committee convened into closed session.

Chairman Golden declared that the closed session was adjourned. The Committee reconvened into regular session.

VII. Adjourn

As the agenda was exhausted, Chairman Golden declared the meeting ADJOURNED.

Respectfully submitted,
Human Resources Committee of the
Board of Directors of the
Cook County Health and Hospitals System

XXXXXXXXXXXXXXXXXXXXXXXXXXXX
Quin R. Golden, Chairman

Attest:

XXXXXXXXXXXXXXXXXXXXXXXXXXXX
Deborah Santana, Secretary

Cook County Health and Hospitals System
Human Resources Committee Meeting Minutes
December 7, 2012

ATTACHMENT #1



Human Resources Committee Meeting

December 7, 2012

Shakman Compliance

- CCHHS HR Staff Training:
 - Cook County Hiring processes
 - Shakman Decree and how it relates to everything we do in HR
 - Taleo – specifically, the validation process
- Months of hard work by the team:
 - Geri Evans
 - Charmaine Jackson
 - Phyllinis Easter
 - Antoinette Middleton
 - LaKeisha Freeman

Shakman Partnership

- Credibility built by the team has resulted in:
 - Progress being made with our Employment Plan
 - A collaborative working relationship with the Shakman Compliance Administrator's Office
 - Flexibility afforded by the Shakman Compliance Administrator's Office with the hiring process as it relates to the 3 Major Recruiting Initiatives (1115 Waiver, Cermak and Joint Commission)

Shakman Partnership

- Notice of scheduled interviews has been changed from 48-72 hours notice to 24 hours notice
- Review by the Shakman Administrator's office of Decisions to Hire has been reduced to 24 hours
- Interview panels can be 2 members (instead of 3)
- For Medical Assistant and CNI 1115 Waiver positions, there is flexibility with regard to candidate eligibility for more than one posting

Employment Plan Update

- Cook County's Employment Plan went into effect on March 19, 2012. Portions are still being negotiated (e.g., Actively Recruited category)
- The CCHHS Employment Plan will be an Amendment to the Cook County Employment Plan
- We are working very closely with the Shakman Administrator's Office (Ms. Sherrie Travis and Mr. Matt Pryor) on the Employment Plan
- The Employment Plan will outline in detail CCHHS' Hiring Process and mirrors many of the same County processes

Employment Plan Update

- Our draft plan includes 6 exceptions to the Plan's General Hiring Process:
 1. Statutory Appointments (such as the CEO) – governed by County Ordinance
 2. Department, Division and Section Chairs of the Medical Departments of the Hospital Medical Staffs – governed by the Medical Staff ByLaws
 3. Resident Physicians and Fellows - selected pursuant to the National Resident Matching Program

Employment Plan Update

- Exceptions to the Plan include:
 4. Direct Appointment* Positions (about 37)
 - ✓ Senior Leadership & Key Management Positions
 - ✓ An expedited hiring process; no Taleo posting required
 5. Actively Recruited
 6. Executive Assistant Hiring

**Anticipating Agreed Order on Direct Appointments prior to the filing of CCHHS' Employment Plan.*

Recruiting Update

- A total of 321 vacancies have been filled through December 3, 2012
 - 12 Re-Hires
 - 96 Re-Calls
 - 72 Internal Candidates
 - 141 External Candidates

Internal Candidates / Promotions

- Nurse Coordinator to Divisional Nursing Director



Vacancies Filled Through December 3, 2012 ~ Breakdown by Position

	Candidate Source						
	Re-Hire	Re-Call	Internal	External	Total		
Nurses							
APN-Nurse Practitioner			2	2	4		
Clinical Case Manager	1			2	3		
Clinical Nurse I	1		19	48	68		
Clinical Nurse II			3		3		
Clinical Performance Improvement Analyst				1	1		
Divisional Nursing Director			1		1		
In-House Registry Nurse	1			8	9		
Nurse Coordinator II	1			1	2		
Nurse Epidemiologist			1		1		
Registered Nurse I			1		1	92	Nurses
<i>Nurse Subtotal</i>	4	0	27	62	93		
Licensed Practical Nurse II				4	4	4	LPNs
<i>LPN Subtotal</i>	0	0	0	4	4		
Physicians							
Attending Physician 6	1		1	13	15		
Attending Physician 7	1		1		2		
Attending Physician 9				1	1		
Attending Physician 10				1	1		
Attending Physician 12	1		2	1	4		
Attending Physicain Senior 6	1			2	3		
Attending Physicain Senior 9				1	1		
Attending Physician Senior 12				2	2		
Consultants (Physicians)				3	3		
Correctional Psychiatrist			1	1	2		
Divisional Chief of Correctional Psychiatry				1	1		
Medical Division Chair 7			1		1		
Medical Division Chair 8			1		1		
Medical Division Chair 9	1			1	2		
Medical Division Chair 10			2		2		
Medical Division Chair 11			1		1		
Psychologist II				1	1	43	MDs
<i>Physician Subtotal</i>	5	0	10	28	43		10



Vacancies Filled Through December 3, 2012 ~ Breakdown by Position

	Candidate Source						
	Re-Hire	Re-Call	Internal	External	Total		
Clinical Support							
Administrative Aide		3			3		
Administrative Assistant II		2	2		4		
Administrative Assistant III		1			1		
Administrative Assistant IV		1			1		
Anesthesia Tech		1			1		
Attendant Patient Care		11		9	20		
Certified Nursing Attendant		3			3		
Dietitian II		1			1		
Dietitian IV			1		1		
Director of Ambulatory, Specialty & Pediatric			1		1		
EKG Tech		1			1		
Emergency Response Tech			1		1		
Emergency Room Tech II				1	1		
Health Advocate			4		4		
Health Service Representative	1	1			2		
Interpreter				4	4		
Laboratory Technician III		1			1		
Medical Assistant			1	12	13		
Medical Social Worker II		1			1		
Medical Tech I		1			1		
Operating Room Technician				3	3		
Pathologist Extender				1	1		
Pharmacist				4	4		
Pharmacy Technician			5		5		
Physician Asst. Post Graduate Resident				1	1		
Physical Therapist III			1		1		
Respiratory Therapist		5			5		
Respiratory Therapist Supervisor	1			1	2		
Staff Pharmacist				1	1		
Transporter CCH		12			12		
Ward Clerk		1	1		2	102	Clinical Support
Clinical Support Subtotal	2	46	17	37	102		

Vacancies Filled Through December 3, 2012 ~ Breakdown by Position

	Candidate Source						
	Re-Hire	Re-Call	Internal	External	Total		
Other							
Accounts Payable Supervisor I		1			1		
Administrative Analyst III				1	1		
Building Service Worker		21			21		
Business Office Supervisor			2		2		
Caseworker (MANG)			1		1		
Cashier III		1			1		
CCHHS Corporate Compliance Officer			1		1		
CEO Executive Assistant			1	1	2		
Chief Medical Information Officer			1		1		
Clerk V		21	7		28		
Computer Operator I				1	1		
Director of Strategic Sourcing/Contract Management				1	1		
Electrician			1		1		
Food Service Worker		1			1		
Groundskeeper		1			1		
Human Resources Generalist				2	2		
Learning & Development Assist.				1	1		
Operating Engineer	1				1		
Pat Access Supervisor,Fin Coun			1	1	2		
Payroll Division Supervisor III			1		1		
Project Leader Data Systems				1	1		
Public Safety Officer I		1			1		
Receptionist				1	1		
Steno IV		1	1		2		
Steno V		2			2		
Supervisor Patient Access-PreRegistration			1		1	79	Other
<i>Other Subtotal</i>	1	50	18	10	79		
<i>Total:</i>	12	96	72	141	321		
	4%	30%	22%	44%			
House Staff							
Physician Assistant Training R				4	4		
Post Graduate Level Physician	8			109	117		
Post Graduate Pharmacist (Residents)				2	2		
GRAND TOTAL:	8			115	123	123	House Staff
TOTAL VACANCIES FILLED:	20	96	72	256	444		

Update on the 3 Major CCHHS Critical Hiring Initiatives

- Over the past month, the CCHHS Recruiting team has been working closely with the CBHR Team, members of Cook County's Budget Team, IT Team and David LeBreton from the President's Office on the 3 critical hiring initiatives (1115 Waiver; Cermak; Joint Commission)
- A tremendous amount of time and effort has gone into the centralization of key data for each vacancy HR is working on

Quantifying, Tracking & Reporting Progress

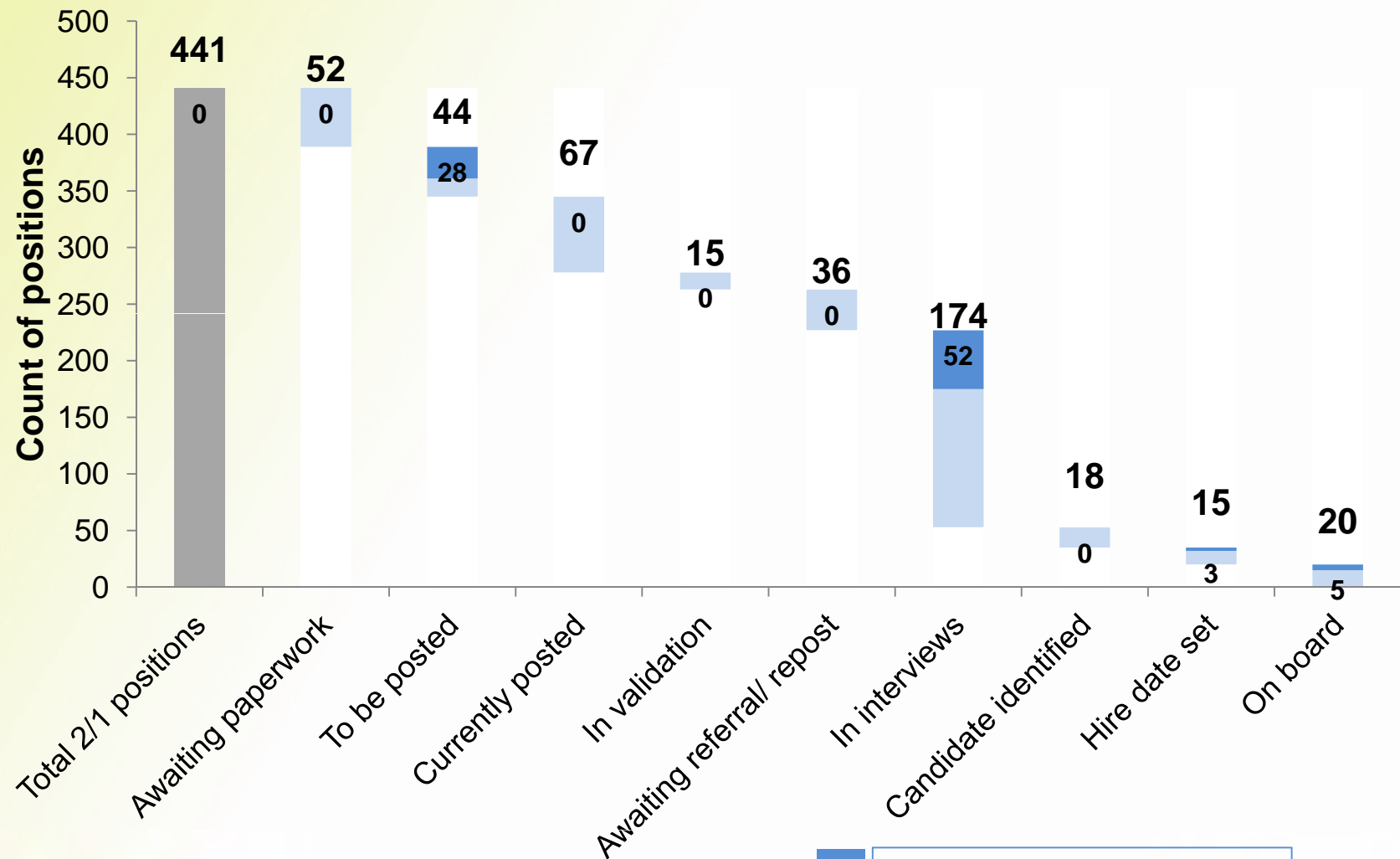
- A “mega spreadsheet” was created in googledocs and access provided to all CCHHS Recruiting, CBHR and relevant County Budget staff to enter and update
- Over the course of the past month we have worked collectively on the spreadsheet to ensure it is capturing all the data points needed for purposes of quantifying, tracking and most importantly, being able to generate meaningful reports of the data

Quantifying, Tracking & Reporting Progress

- Another initiative that has been underway over the past four weeks is the creation of a database that will house the data
- Data from the “mega spreadsheet” has been loaded into the database – which is currently being tested
- We anticipate a Go Live date of no later than Monday, December 10, 2012

CCHHS Hiring Snapshot 12/5/12

CCHHS Hiring Snapshot (11/27 - 12/5)



1 Change in total since last update

Weekly Comparison of Data

11/27/2012

Source	PIDs to Hire Before Feb 1	Paperwork Complete	Posted	Posting Closed	Validation Complete	Referred for Interview	Candidate Identified	Hire Date Identified	Hire Date Identified
Cermak	107	93	86	62	26	25	14	5	3
JC	80	24	26	17	16	14	8	5	2
Other	53	53	50	33	28	20	7	2	0
PJC	32	32	31	31	25	18	9	1	0
Waiver	173	156	149	128	122	99	16	14	10
Grand Total	445	358	342	271	217	176	54	27	15

12/5/2012

Source	PIDs to Hire Before Feb 1	Paperwork Complete	Posted	Posting Closed	Validation Complete	Referred for Interview	Candidate Identified	Hire Date Identified	Hired
Cermak	101	89	82	60	54	51	12	6	6
JC	83	53	26	22	22	19	6	5	4
Other	52	51	48	33	27	20	10	6	0
PJC	37	37	34	31	29	22	8	4	0
Waiver	168	159	155	132	131	115	17	14	10
Grand Total	441	389	345	278	263	227	53	35	20



Closed Session

December 7, 2012

Cook County Health and Hospitals System
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ATTACHMENT #2

Transmitting a Communication dated, December 7, 2012 from

MAUREEN O'DONNELL, Chief, Bureau of Human Resources

Transmitting herewith a Collective Bargaining Agreement for your consideration and approval.

Submitting a Proposed Resolution sponsored by:

TONI PRECKWINKLE, President, Cook County Board of Commissioners

Proposed Resolution

Approving Collective Bargaining Agreement

WHEREAS, the Illinois Public Employee Labor Relations Act (5 ILCS 315/1 et seq.) has established regulations regarding collective bargaining with a union; and

WHEREAS, a Collective Bargaining Agreement for the period of December 1, 2008 through November 30, 2012, effective the date of approval by the Cook County Board of Commissioners, has been negotiated between the County of Cook and the American Federation of State, County and Municipal Employees Union, Council 31, AFL-CIO (AFSCME) representing Cook County Health Facilities Employees; and

WHEREAS, general wage increases and salary adjustments have already been approved and are reflected in the Salary Schedules included in the Collective Bargaining Agreement negotiated between the County of Cook and the American Federation of State, County and Municipal Employees Union, Council 31, (AFSCME); and

NOW THEREFORE BE IT RESOLVED, that the Cook County Board of Commissioners does hereby approve the Collective Bargaining Agreement between the County of Cook and the American Federation of State, County and Municipal Employees Union, Council 31, (AFSCME) as provided by the Bureau of Human Resources.

Transmitting a Communication dated, December 7, 2012 from

MAUREEN O'DONNELL, Chief, Bureau of Human Resources

Transmitting herewith a Collective Bargaining Agreement for your consideration and approval.

Submitting a Proposed Resolution sponsored by:

TONI PRECKWINKLE, President, Cook County Board of Commissioners

Proposed Resolution

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WHEREAS, the Illinois Public Employee Labor Relations Act (5 ILCS 315/1 et seq.) has established regulations regarding collective bargaining with a union; and

WHEREAS, a Collective Bargaining Agreement for the period of December 1, 2008 through November 30, 2012, effective the date of approval by the Cook County Board of Commissioners, has been negotiated between the County of Cook and the Fraternal Order of Police (FOP) representing the Oak Forest Health Facilities Security Officers; and

WHEREAS, general wage increases and salary adjustments have already been approved and are reflected in the Salary Schedules included in the Collective Bargaining Agreement negotiated between the County of Cook and the Fraternal Order of Police (FOP); and

NOW THEREFORE BE IT RESOLVED, that the Cook County Board of Commissioners does hereby approve the Collective Bargaining Agreement between the County of Cook and the Fraternal Order of Police (FOP) as provided by the Bureau of Human Resources.